

City of Royal Oak Public Opinion Study

December 2015



Background on Cobalt Community Research

- 501c3 not for profit research coalition
- Mission to provide research and education
- Developed to meet the research needs of schools, local governments and nonprofit organizations

Measuring Where You Are: Why Research Matters

- Understanding community values and priorities helps you plan and communicate more effectively about City decisions
- Perception impacts behaviors you care about
- Understanding community perception helps you improve and promote the City
- Community engagement improves support for difficult decisions
- Reliable data on community priorities aids in balancing demands of vocal minorities with the reality of limited resources
- Bottom line outcome measurement of service and trust: Good administration requires quality measurement and reporting

Study Goals

- Support budget and strategic planning decisions
- Explore service assumptions to ensure baseline service measures are understood
- Identify which aspects of community provide the greatest leverage on citizens' overall satisfaction – and how satisfaction, in turn, influences the community's image and citizen behaviors such as volunteering, remaining in the community, recommending it to others and encouraging businesses to start up in the community
- Compare performance to 2013 Public Opinion Study
- Benchmark performance against a standardized performance index statewide, regionally and nationally

Methodology

- Random sample of 1500 residents drawn from voter records
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in October and November 2015
- Valid response from 348 residents, providing a conventional margin of error of ± 5.2 percent in the raw data (95% confidence) and an ACSI margin of error of ± 2.2 percent (95% confidence)
 - 2013 = 333 responses, 22% response rate
 - Note: National surveys with a margin of error $\pm 5\%$ require a sample of 384 responses to reflect a population of 330,000,000

Bottom Line

- Most scores went up, but low scores in a couple of areas (economy, transportation infrastructure) caused slight score erosion compared to 2013. Slight decline is within the margin of error of +/- 2.2%
- The City's overall American Customer Satisfaction Index (ACSI) score is 68 (scale 1 to 100)
 - 2013 Royal Oak = 70 | 2015 Royal Oak = 68
 - 2013 Michigan = 60 | 2015 Michigan = 60
 - 2013 Midwest = 61 | 2015 Midwest = 61
 - 2013 National = 62 | 2015 National = 61
- There are several areas where improvement can have significant impact on engagement:
 - City Government Management
 - Economy
 - Parks and Recreation
 - Community Events
 - Transportation

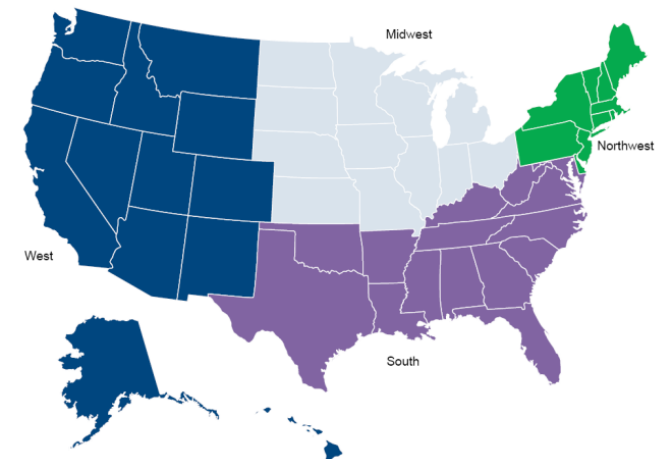
Bottom Line (cont.)

- Services citizens' believe should be prioritized for funding:
 - Police (82% of respondents)
 - Road maintenance (73%)
 - Fire prevention and suppression (59%)
 - Snow removal (58%)
 - Water/sewer maintenance (55%)
- Top elements for Normandy Oaks:
 - Safety and security (53% of respondents)
 - Creative play areas for children (53%)
 - Natural looking (48%)
 - Sufficient onsite parking (44%)
- Detailed information by specific demographic groups is available to aid in policy review
 - Detail by: years of residency, own/rent, employment, age, education, income, marital status, household composition, gender, ethnicity and area of town

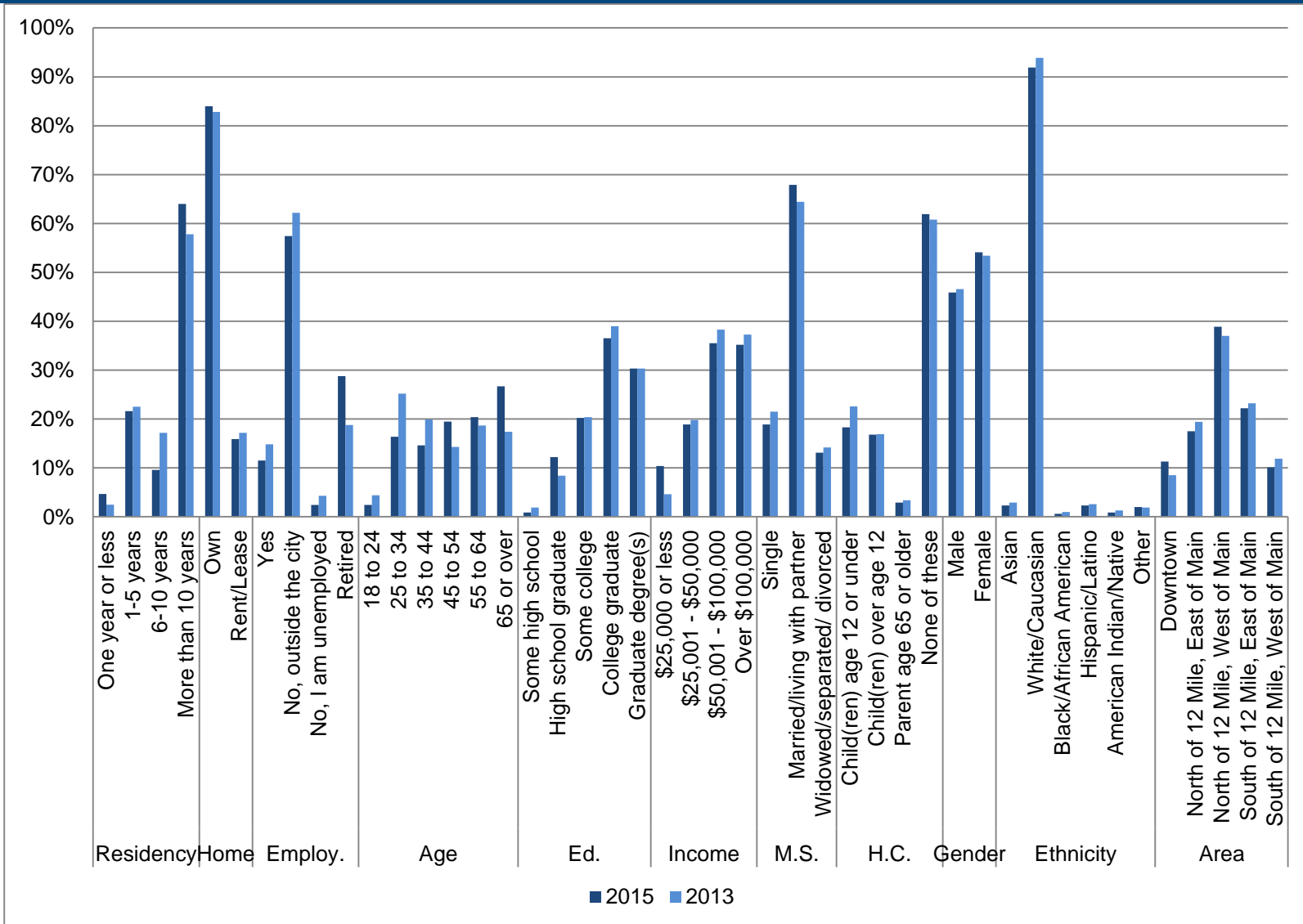
Available Tools

- Detailed questions and responses broken by demographic group and “thermal mapped” so lower scores are red and higher scores are blue
- Online portal to allow side-by-side comparisons of groups and subgroups (for example, breaking down the scores of individuals divided by age, gender, etc.)
- Online portal allowing download of data into MS Excel
- Comparison scores with local governments in Michigan, the Midwest and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)

Census Bureau Regions



Respondent Profile – Similar to 2013



Preserving Voice: Looking Into Detail

Sample:

City of Royal Oak
Satisfaction with City Services
Scale = 1 to 10

| | | Public Safety | | | | | | |
|--|-------------------------------|-------------------|----------------|---------------------|------------------|---------------------------------|--------------|--------|
| | | Ambulance service | Animal control | Building inspection | Code enforcement | Fire prevention and suppression | Pest control | Police |
| Overall Satisfaction - 2013 | | 8.9 | 6.7 | 6.7 | 6.5 | 8.4 | 5.6 | 8.0 |
| Overall Satisfaction - 2015 | | 9.0 | 7.1 | 6.9 | 6.5 | 8.6 | 5.6 | 8.5 |
| Residency | One year or less | - | 6.3 | 9.0 | 7.3 | 9.0 | 8.7 | 8.5 |
| | 1-5 years | 9.1 | 7.8 | 7.5 | 6.7 | 8.6 | 5.3 | 8.3 |
| | 6-10 years | 9.3 | 6.6 | 6.8 | 6.5 | 7.8 | 4.5 | 7.6 |
| | More than 10 years | 9.0 | 7.1 | 6.8 | 6.5 | 8.6 | 5.7 | 8.7 |
| Do you own or rent/lease your residence? | Own | 9.0 | 7.0 | 6.9 | 6.5 | 8.5 | 5.5 | 8.6 |
| | Rent/Lease | 8.8 | 7.7 | 6.6 | 6.3 | 8.1 | 5.7 | 8.1 |
| Do you work in the City of Royal Oak? | Yes, work in the City | 8.7 | 7.1 | 6.0 | 5.2 | 8.4 | 4.6 | 8.6 |
| | No, a different community | 9.0 | 6.9 | 7.0 | 6.3 | 8.4 | 5.2 | 8.4 |
| | No, I am currently unemployed | 8.5 | 6.7 | 6.5 | 8.5 | - | 5.5 | 8.2 |
| | Retired | 9.2 | 7.7 | 7.1 | 7.3 | 8.8 | 6.6 | 8.7 |
| Age | 18 to 24 | - | 7.5 | 8.0 | 6.5 | 7.0 | 6.0 | 8.0 |
| | 25 to 34 | 9.0 | 7.2 | 7.9 | 6.3 | 8.3 | 6.1 | 7.8 |
| | 35 to 44 | 9.1 | 7.2 | 5.8 | 6.4 | 8.7 | 3.5 | 8.3 |
| | 45 to 54 | 9.1 | 6.7 | 6.9 | 5.8 | 7.9 | 5.1 | 8.6 |
| | 55 to 64 | 8.4 | 6.3 | 6.6 | 6.3 | 8.2 | 5.1 | 8.4 |
| | 65 or over | 9.4 | 8.0 | 7.1 | 7.4 | 9.1 | 7.0 | 9.0 |

Results



Comparing 2013 and 2015

(High score = 100)

Areas with strong impact on overall engagement

| | 2015 Royal Oak | 2013 Royal Oak | Change from '13 to '15 |
|-------------------------------------|----------------|----------------|------------------------|
| Public Schools | 71 | 68 | ↑ 3 |
| Transportation Infrastructure | 61 | 63 | ↓ -2 |
| Fire and Emergency Medical Services | 88 | 85 | ↑ 3 |
| Utility Services | 85 | 85 | → 0 |
| Police Department | 82 | 78 | ↑ 4 |
| Property Taxes | 68 | 70 | ↓ -2 |
| Shopping Opportunities | 74 | 77 | ↓ -3 |
| Local Government | 66 | 67 | ↓ -1 |
| Community Events | 78 | 77 | ↑ 1 |
| Economic Health | 67 | 65 | ↑ 2 |
| Diversity | 61 | 61 | → 0 |
| Parks and Recreation | 74 | 73 | ↑ 1 |
| Library | 82 | 80 | ↑ 2 |
| ACSI Score | 68 | 70 | ↓ -2 |
| Community Image | 79 | 79 | → 0 |
| Recommend as a place to live | 77 | 79 | ↓ -2 |
| Remain in community | 73 | 74 | ↓ -1 |
| Plan to volunteer | 46 | 51 | ↓ -5 |
| Encourage business start-up | 59 | 63 | ↓ -4 |
| Support current city administration | 58 | 58 | → 0 |

American Customer Satisfaction Index (ACSI): National, Sector, Industry Scores

National ACSI Index = **74.3**

Royal Oak
68

Michigan
60

Midwest
61

United States
61

Finance &
Insurance
75

Municipal
Utilities
73

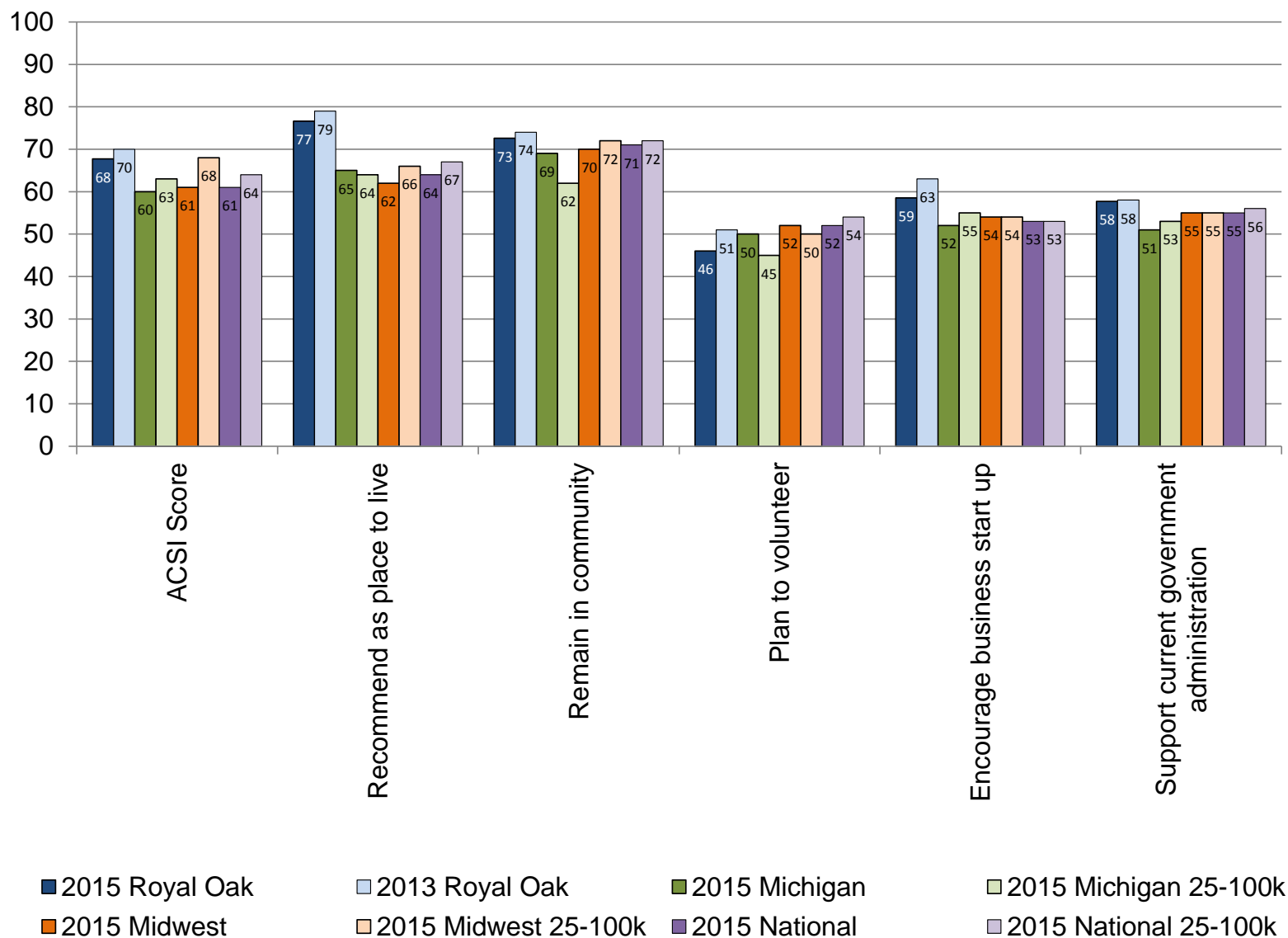
Retail Trade
77

Detail Agency and
Company Scores at
www.theACSI.org

Note: Local governments tend to have lower ACSI scores in comparison to private sector industries. This is due to the private sector's ability to target their consumer and specialize in limited product and/or service areas.

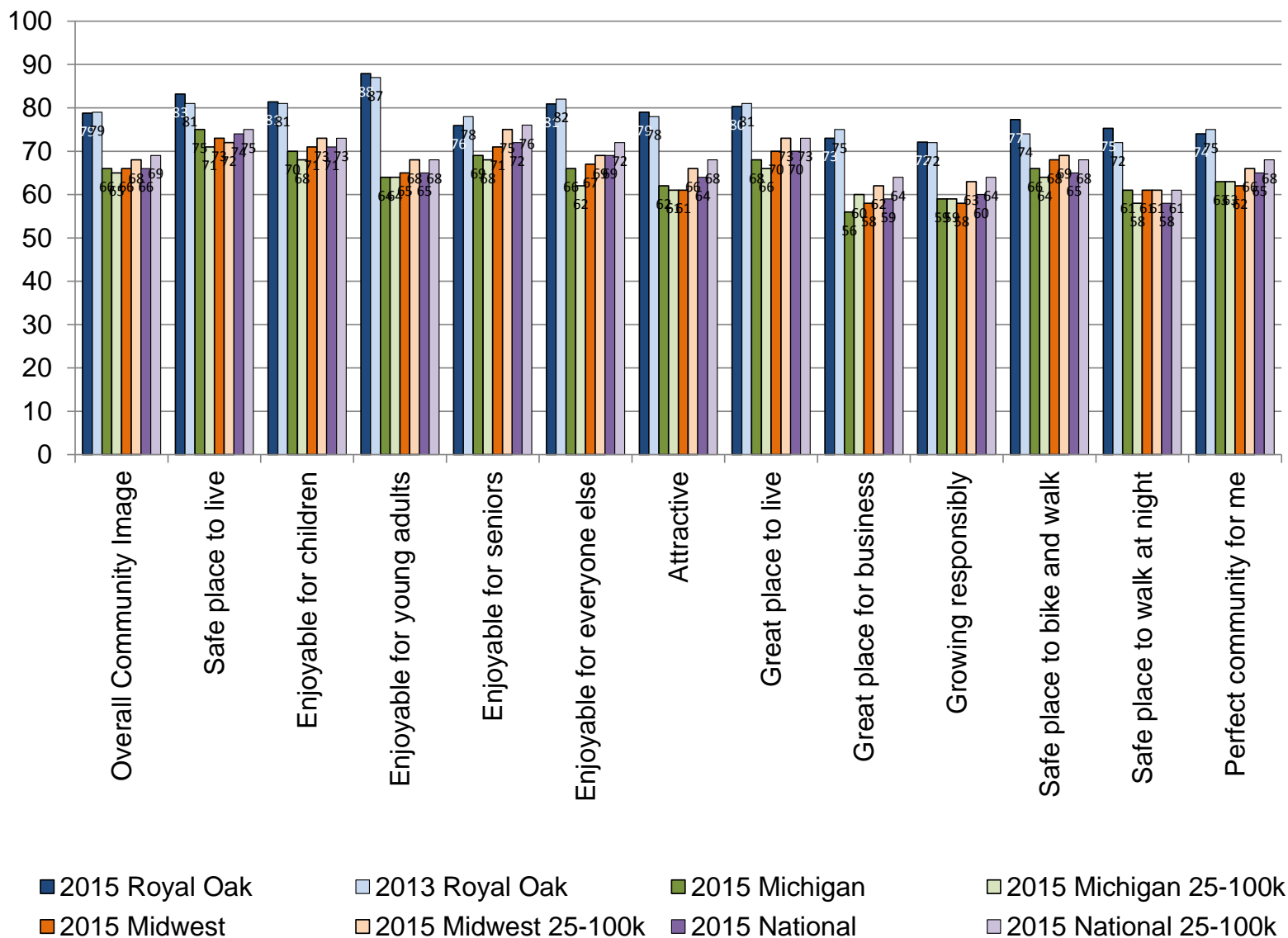
Outcome Behaviors to Benchmarks

(High score = 100)



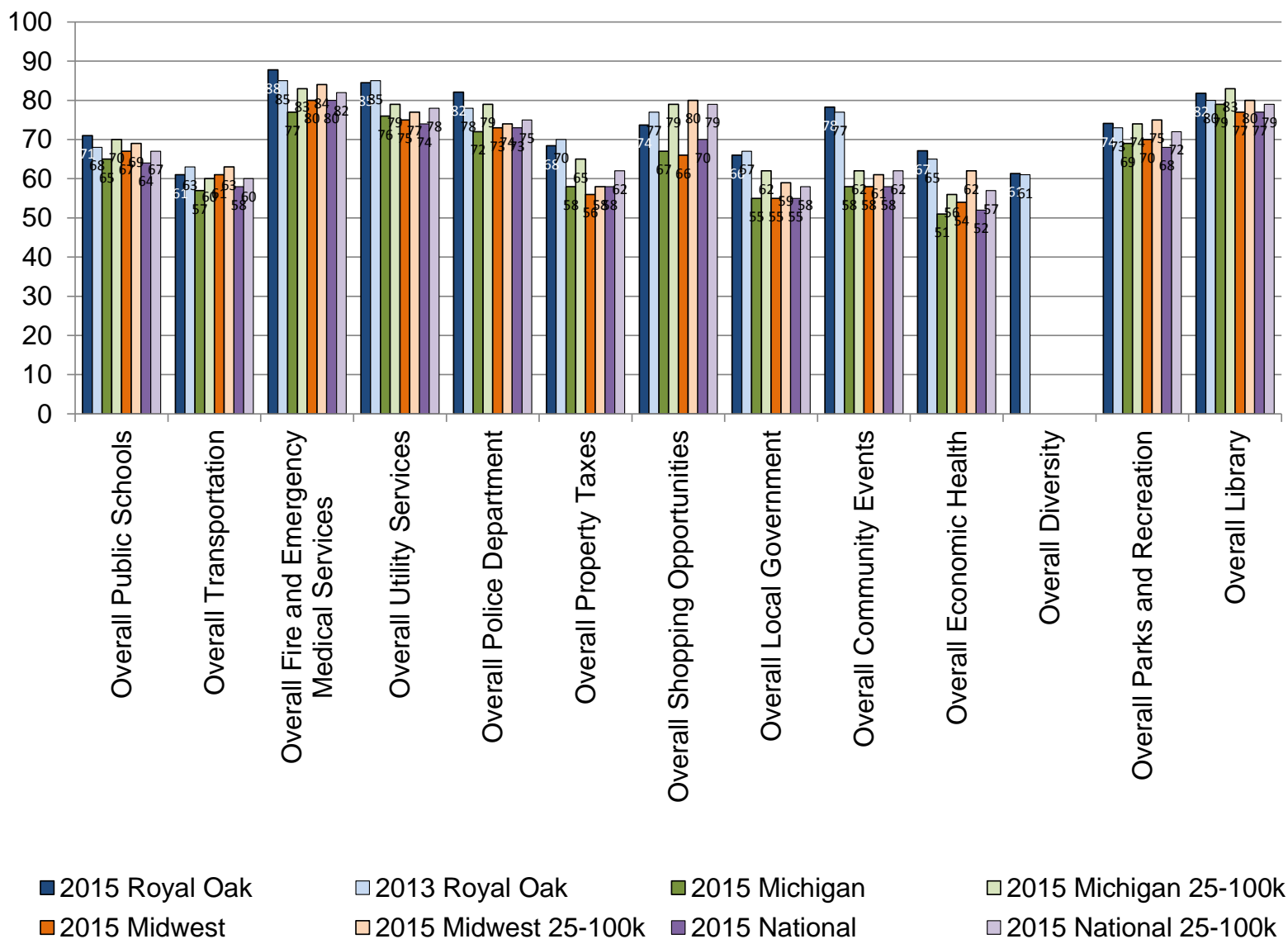
Community Image to Benchmarks

(High score = 100)

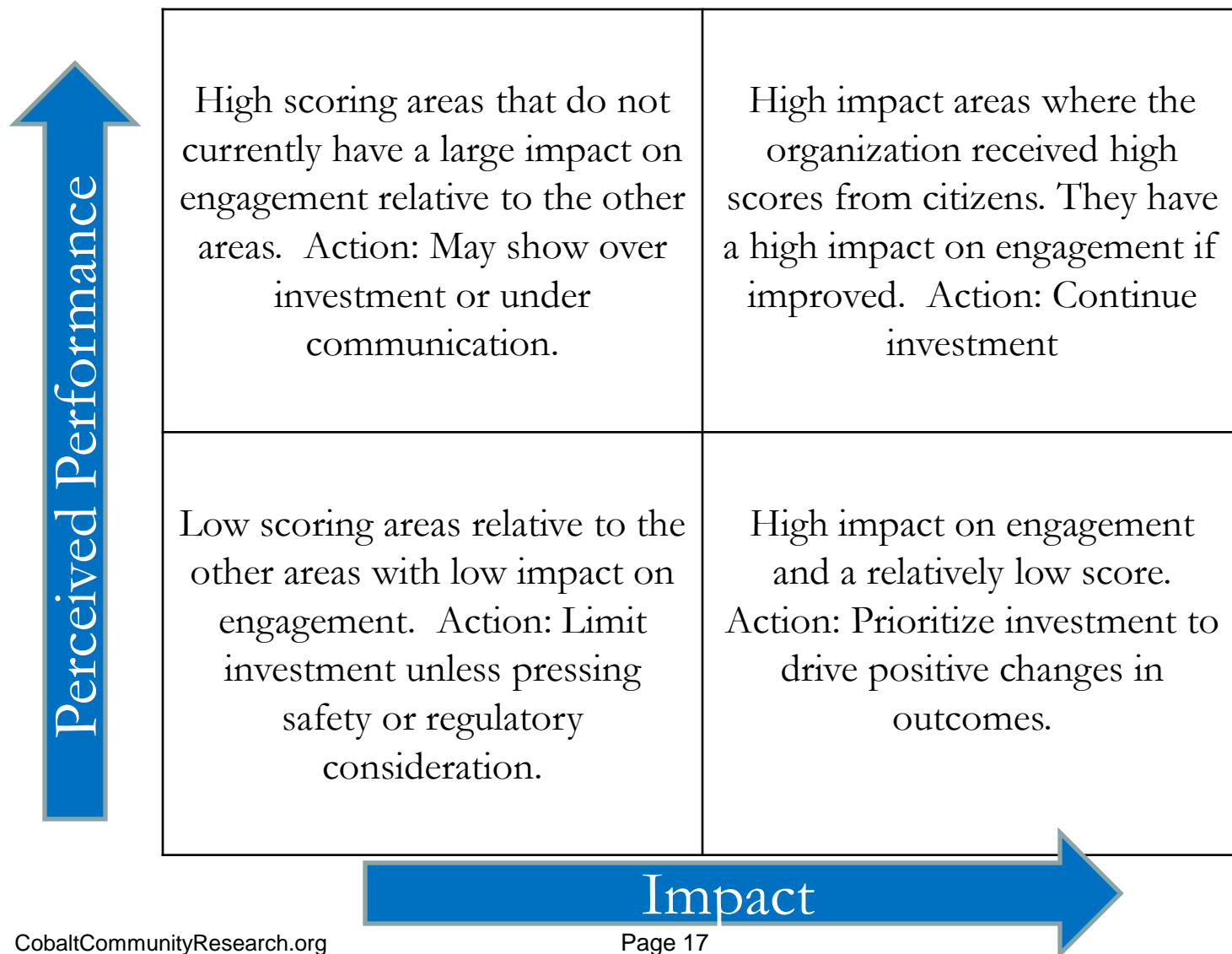


Quality of Life Components to Benchmarks

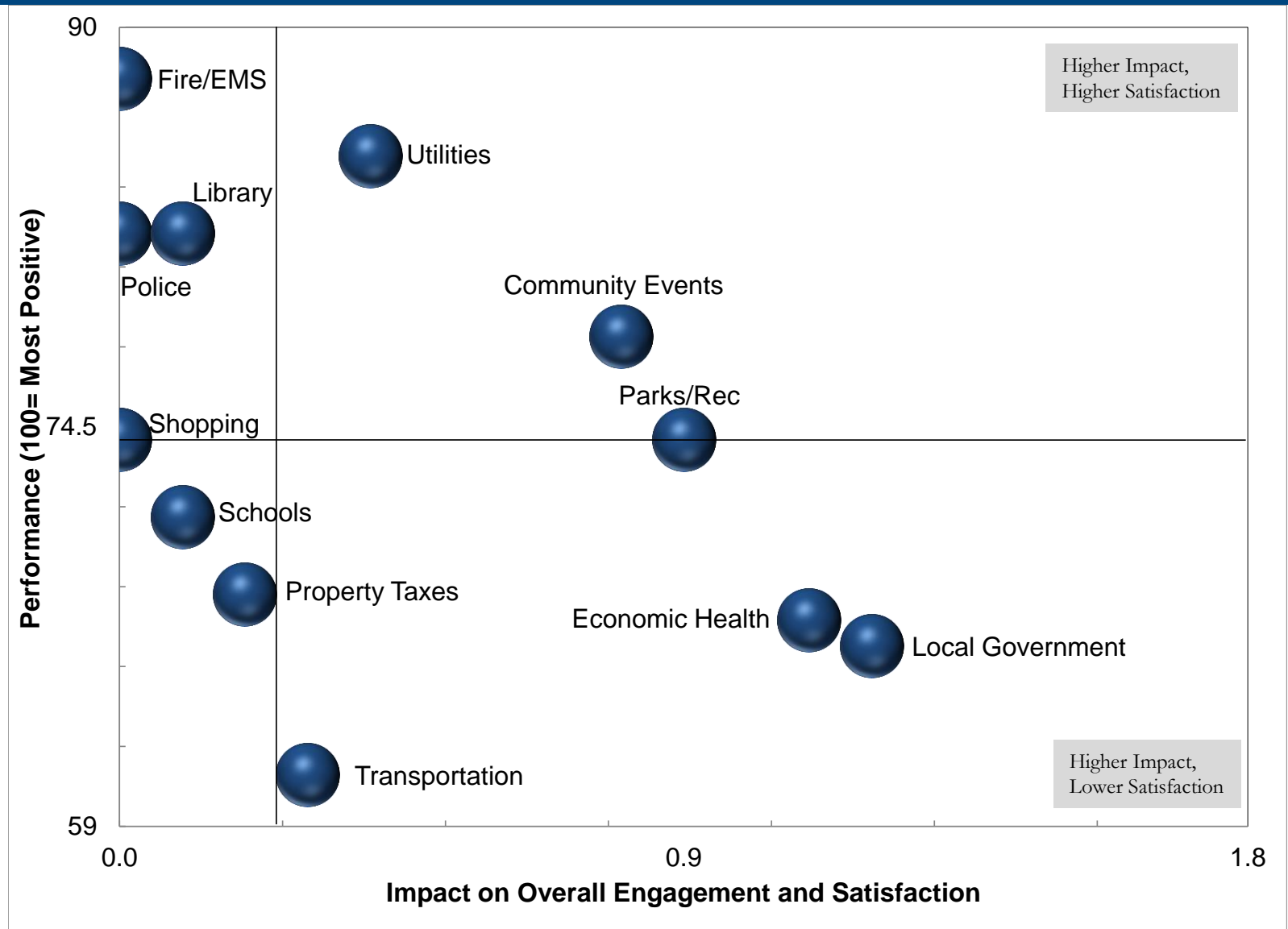
(High score = 100)



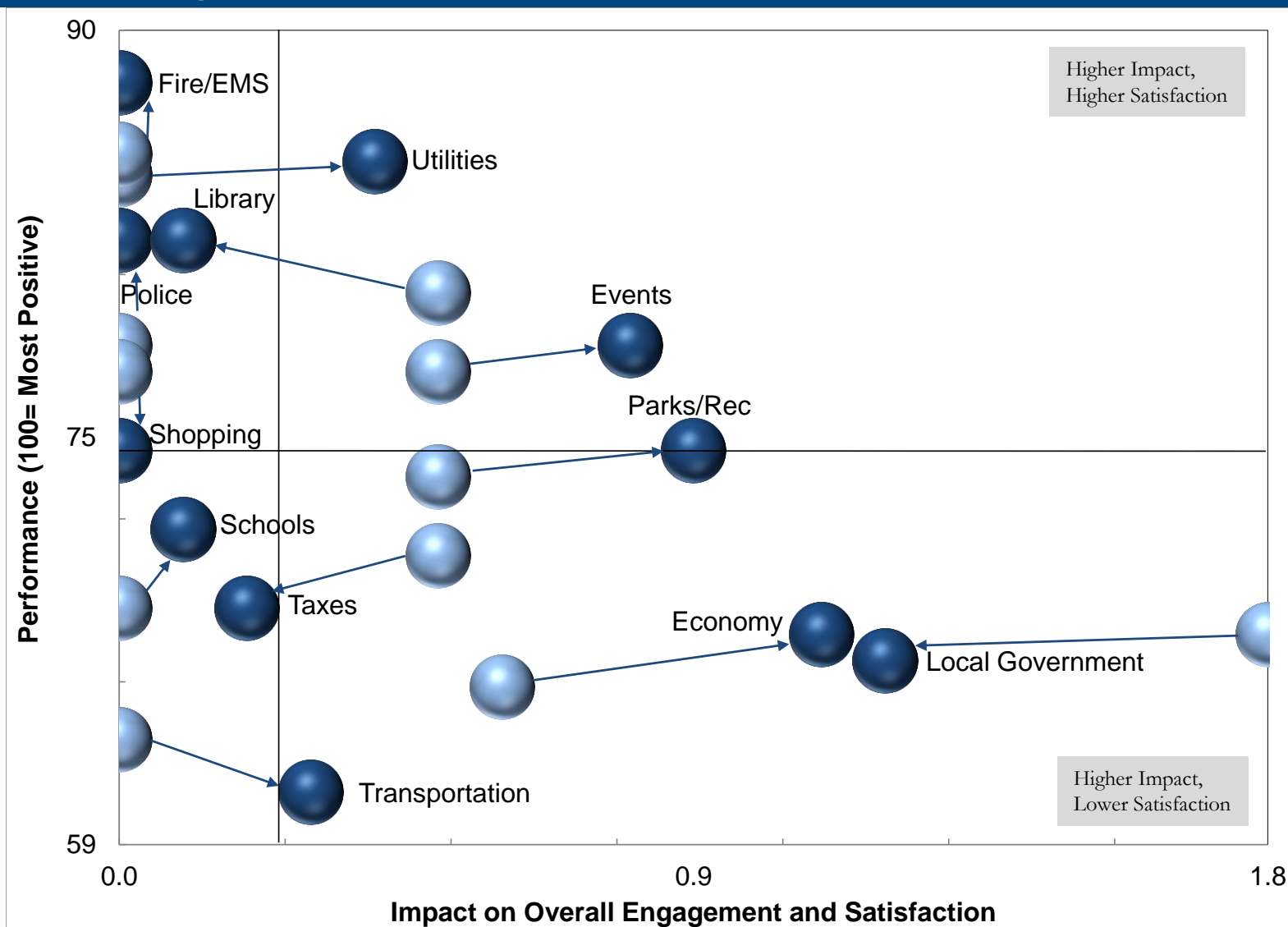
Community Questions – Long-term Drivers



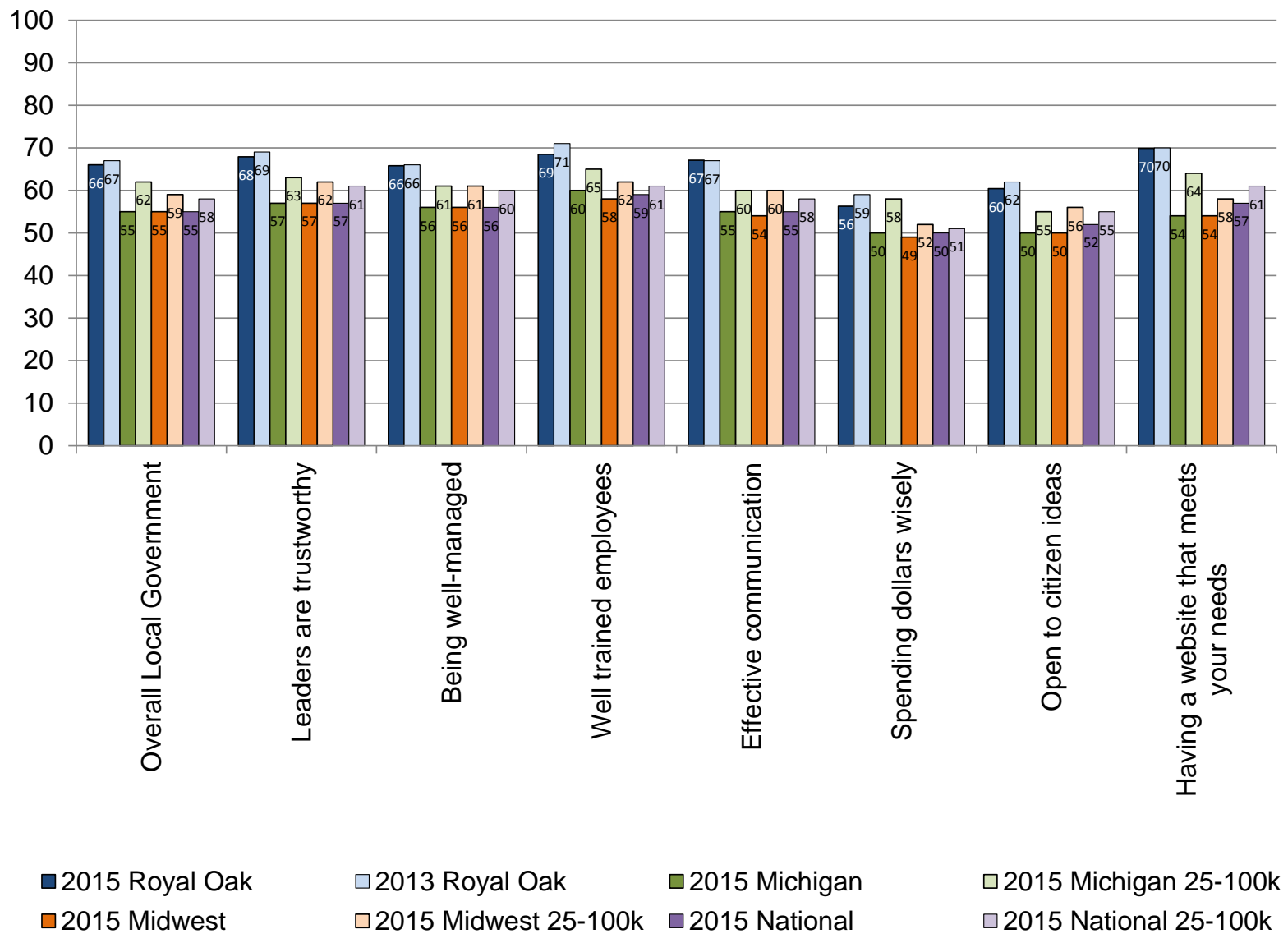
Drivers of Satisfaction and Behavior: Strategic Priorities



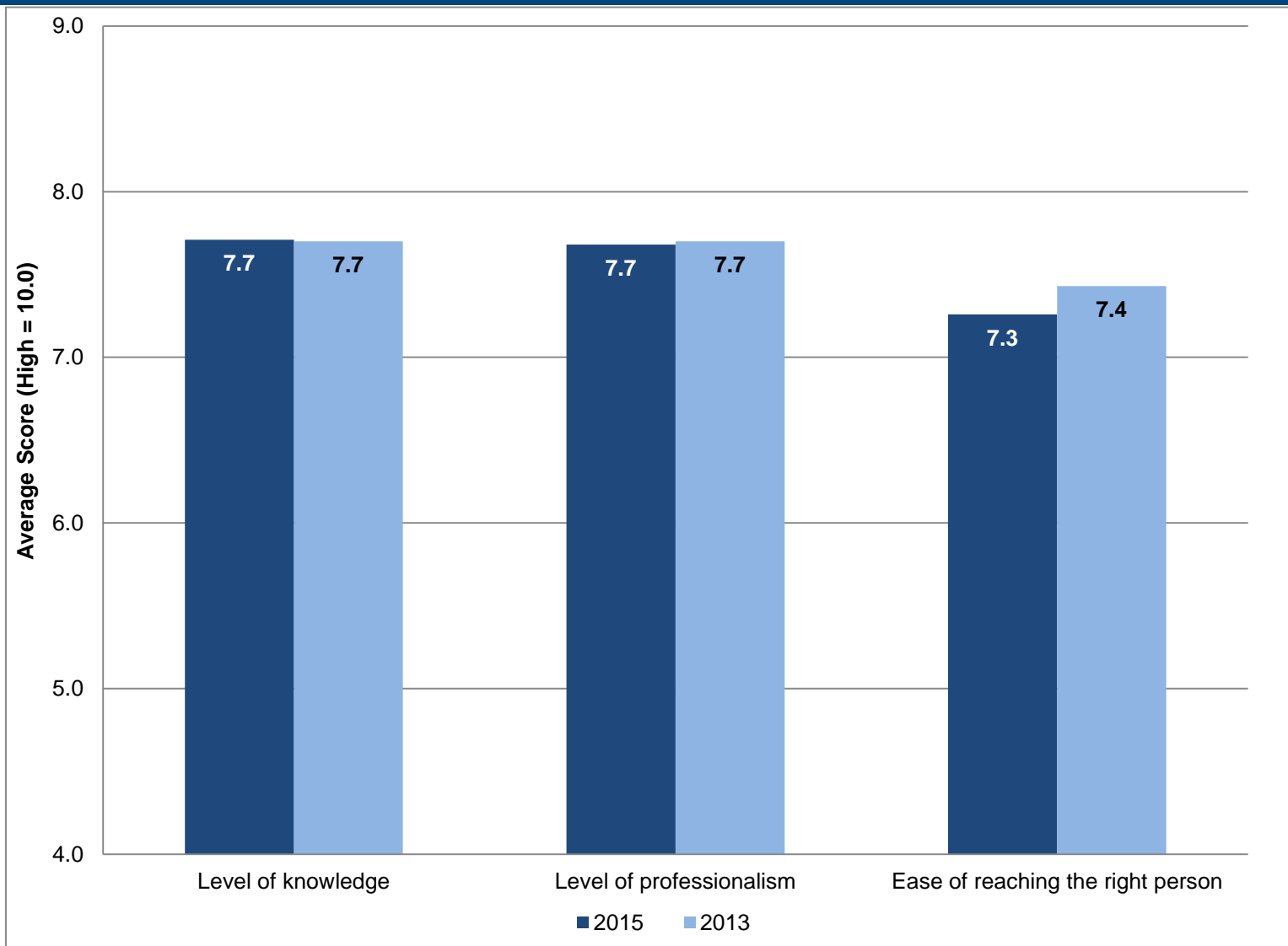
Drivers of Satisfaction and Behavior: Strategic Priorities – Compared to 2013



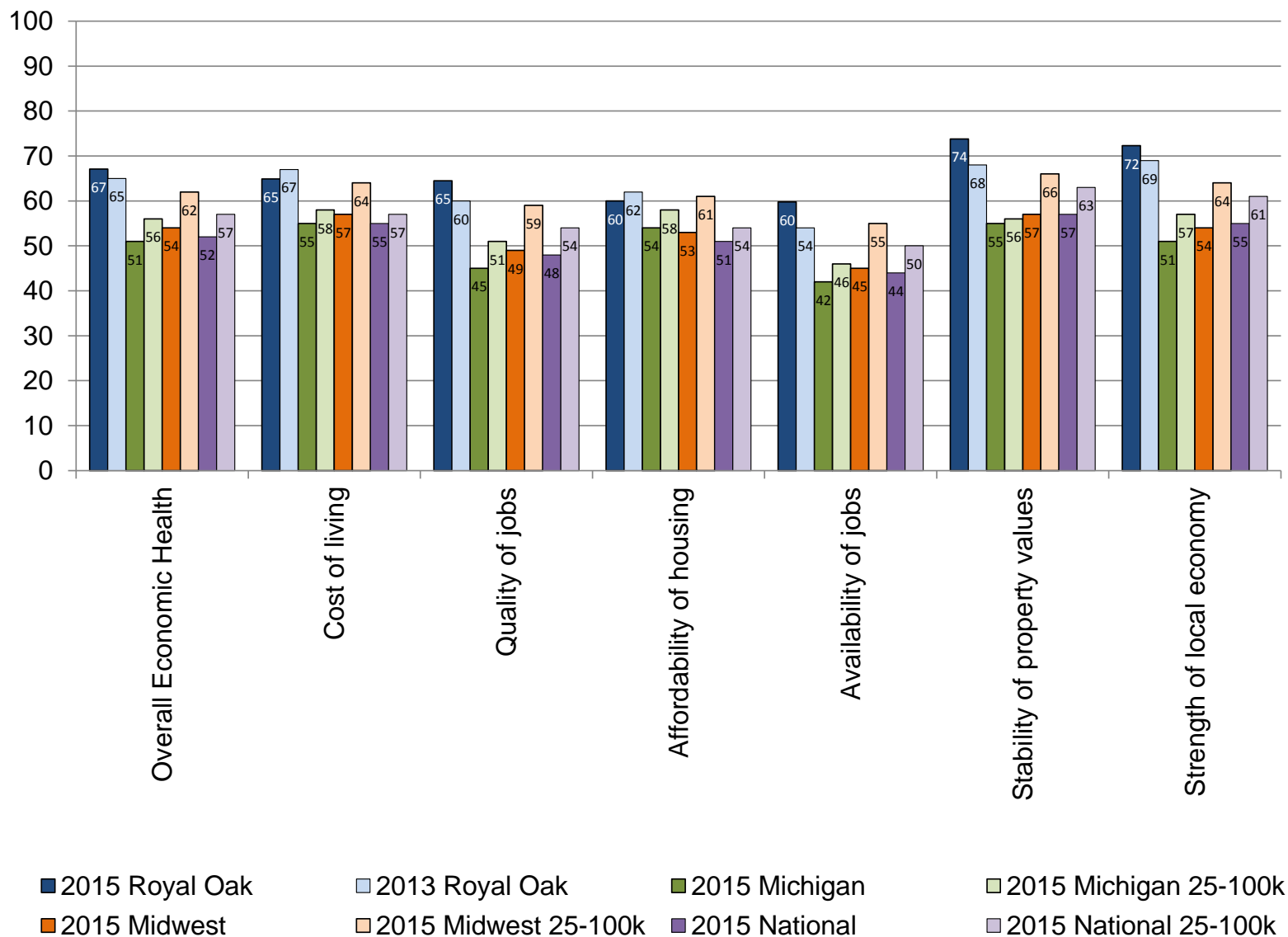
Drivers of Satisfaction and Behavior: Local Government Management



Drivers of Satisfaction and Behavior: Interaction with City Employees/Officials



Drivers of Satisfaction and Behavior: Economic Health



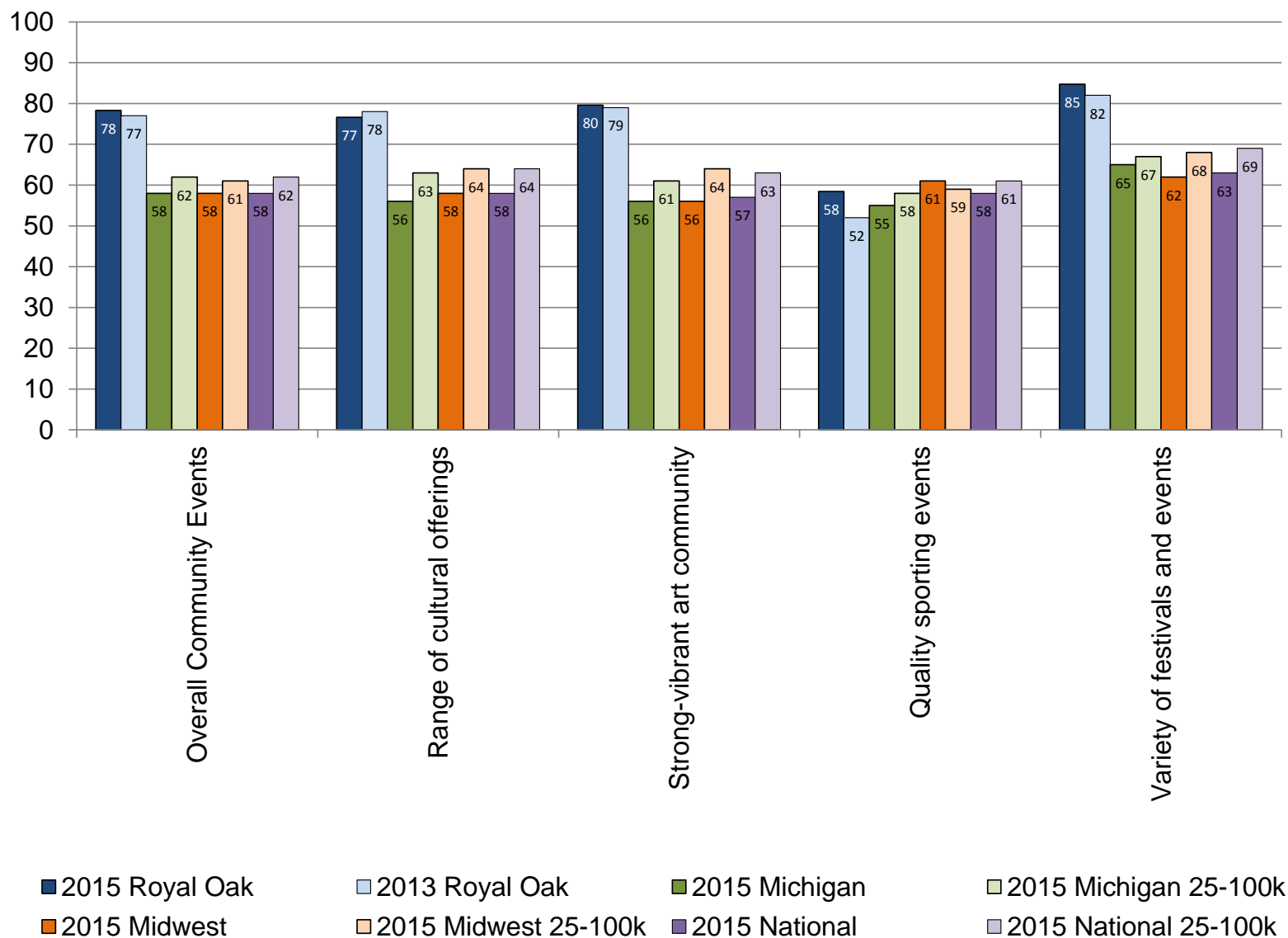
Drivers of Satisfaction and Behavior: Parks and Recreation



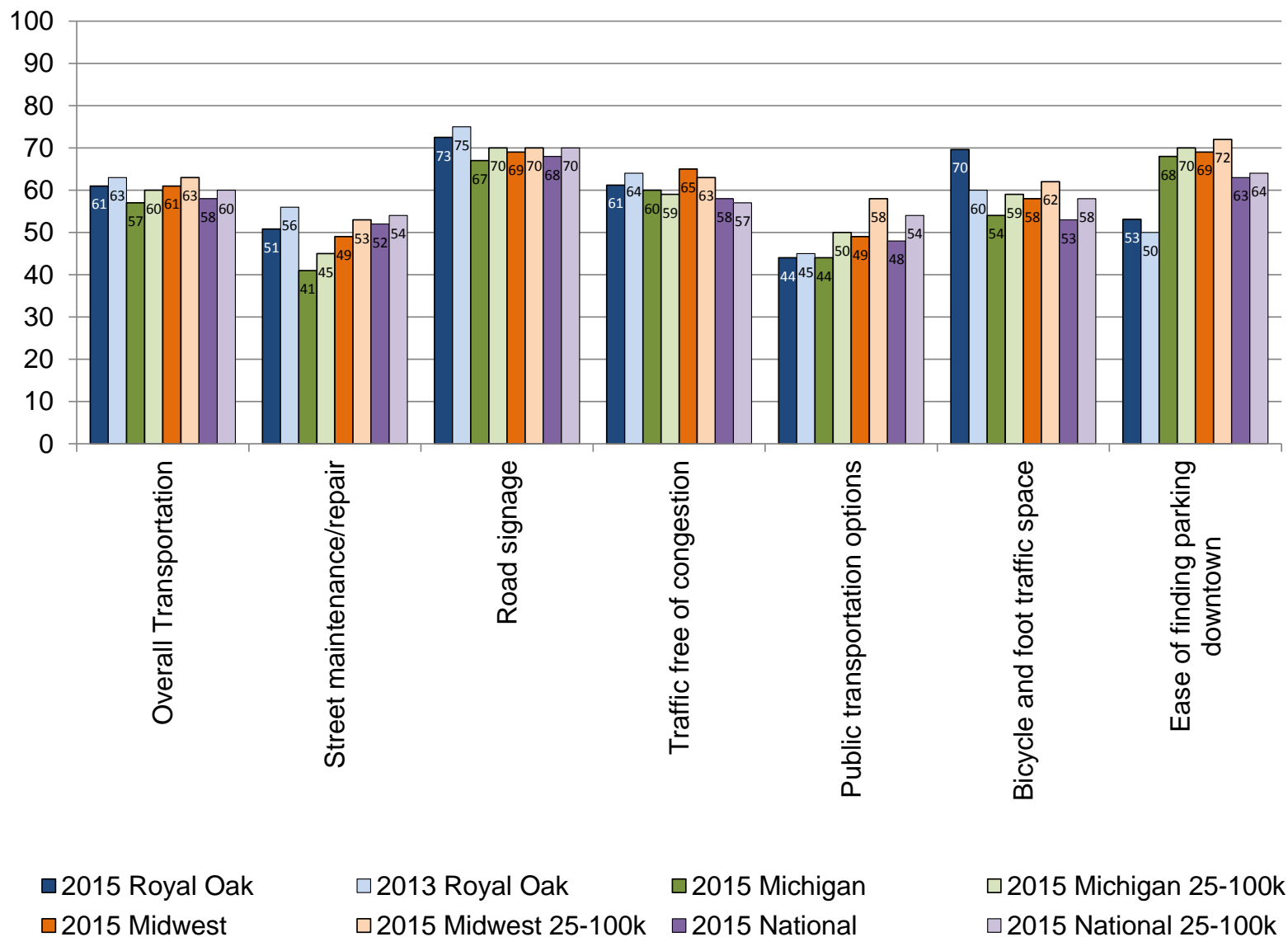
Drivers of Satisfaction and Behavior: Parks and Recreation by Usage

| City of Royal Oak Parks and Recreation Satisfaction Scale = 1 to 10 | | | Parks and Rec | | | |
|---|---------------------------|-----|-------------------------------|--------------------------------------|-------------------------------|----------------------------------|
| | | | Overall Percentage Specifying | Facilities and parks meet your needs | Facility and park maintenance | Quality of recreational programs |
| Overall Satisfaction | | | 7.9 | 7.4 | 7.5 | 7.5 |
| How frequently do you use the parks and rec <u>facilities</u> ? | Never | 12% | 8.5 | 7.5 | 7.5 | 7.6 |
| | Less than 6 times a year | 39% | 7.8 | 7.6 | 7.5 | 7.6 |
| | 6 - 12 times a year | 19% | 7.6 | 7.2 | 7.7 | 7.7 |
| | More than 12 times a year | 30% | 8.2 | 7.5 | 7.4 | 7.3 |
| Overall Satisfaction | | | 7.9 | 7.4 | 7.5 | 7.5 |
| How frequently do you use the parks and rec <u>programs</u> ? | Never | 50% | 7.9 | 7.5 | 7.1 | 7.2 |
| | Less than 6 times a year | 39% | 7.9 | 7.4 | 7.5 | 7.4 |
| | 6 - 12 times a year | 5% | 8.1 | 7.7 | 8.2 | 8.3 |
| | More than 12 times a year | 6% | 8.4 | 7.0 | 8.0 | 7.9 |

Drivers of Satisfaction and Behavior: Community Events

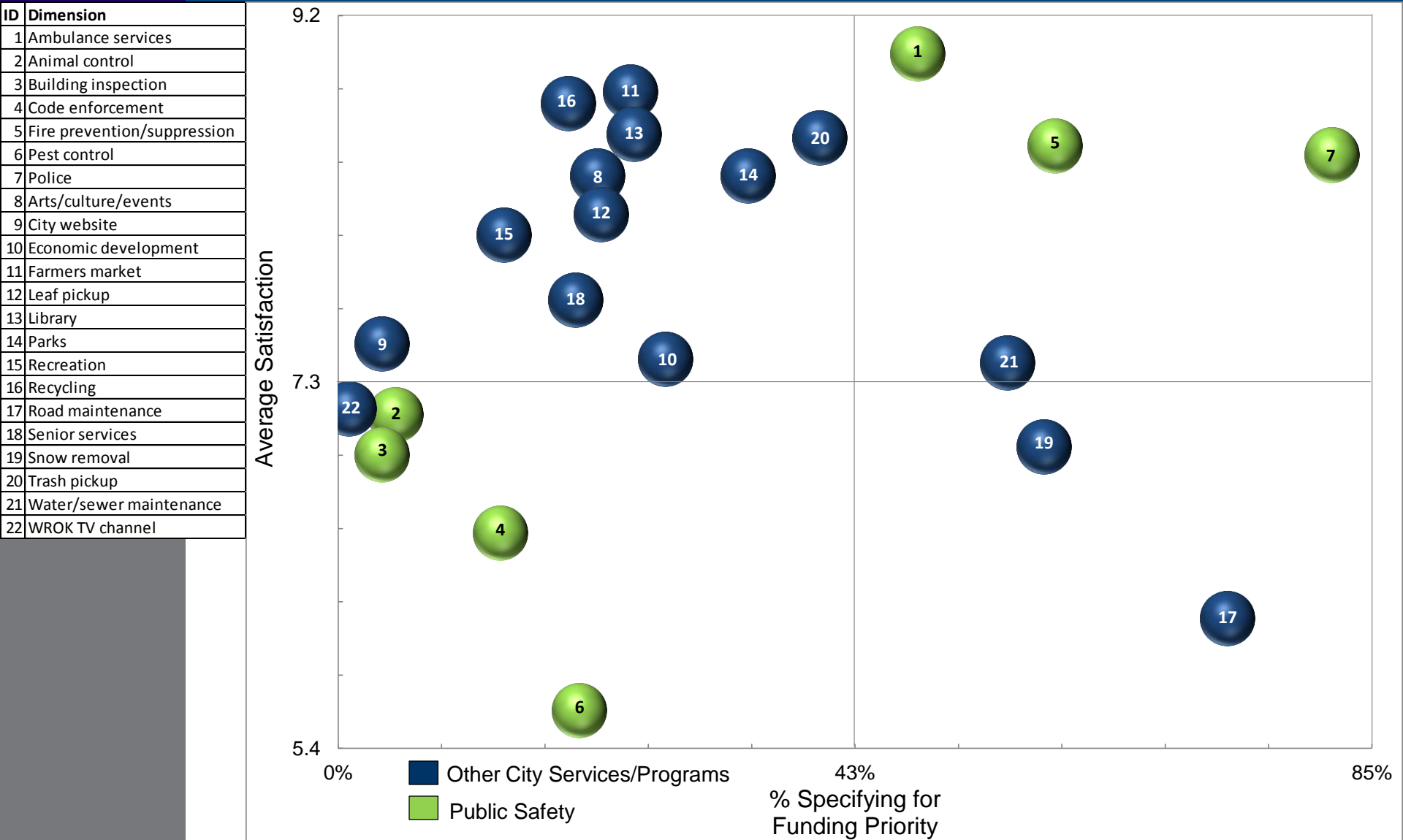


Drivers of Satisfaction and Behavior: Transportation Infrastructure



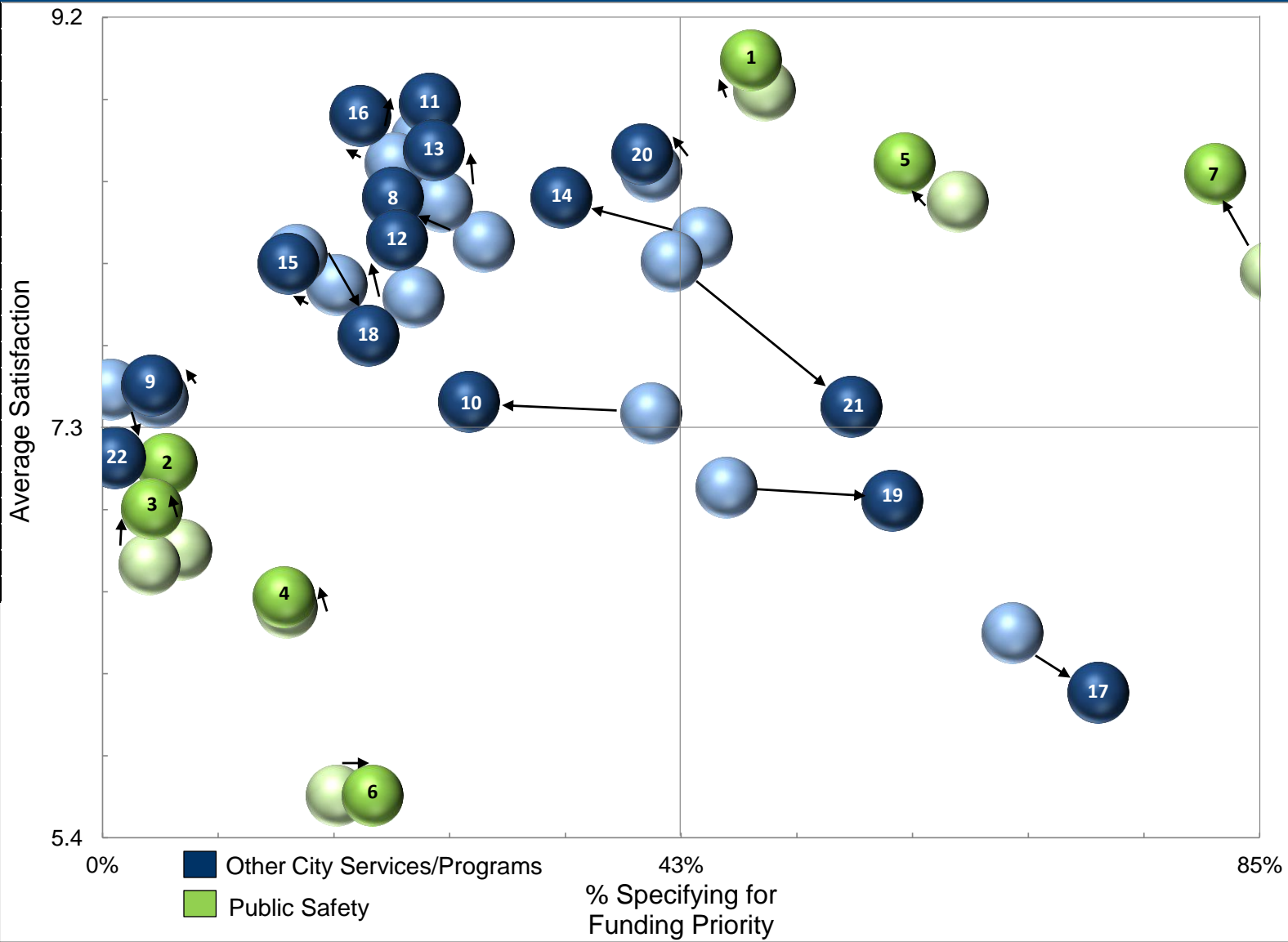
Budget Priorities and Preferences

City Services & Programs Budget Priority Bubble Chart

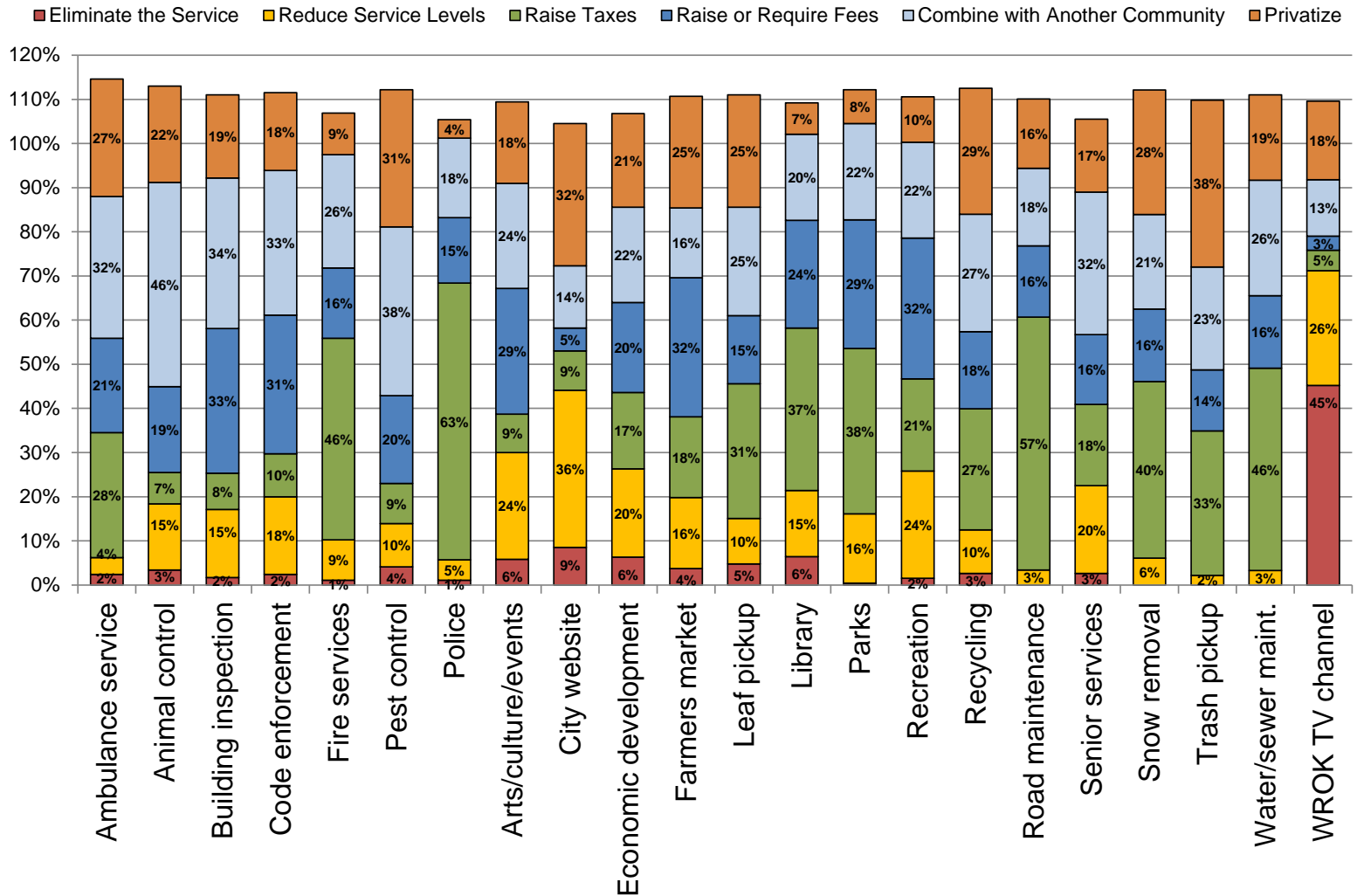


City Services & Programs Budget Priority Bubble Chart – Compared to 2013

| ID | Dimension |
|----|-----------------------------|
| 1 | Ambulance services |
| 2 | Animal control |
| 3 | Building inspection |
| 4 | Code enforcement |
| 5 | Fire prevention/suppression |
| 6 | Pest control |
| 7 | Police |
| 8 | Arts/culture/events |
| 9 | City website |
| 10 | Economic development |
| 11 | Farmers market |
| 12 | Leaf pickup |
| 13 | Library |
| 14 | Parks |
| 15 | Recreation |
| 16 | Recycling |
| 17 | Road maintenance |
| 18 | Senior services |
| 19 | Snow removal |
| 20 | Trash pickup |
| 21 | Water/sewer maintenance |
| 22 | WROK TV channel |

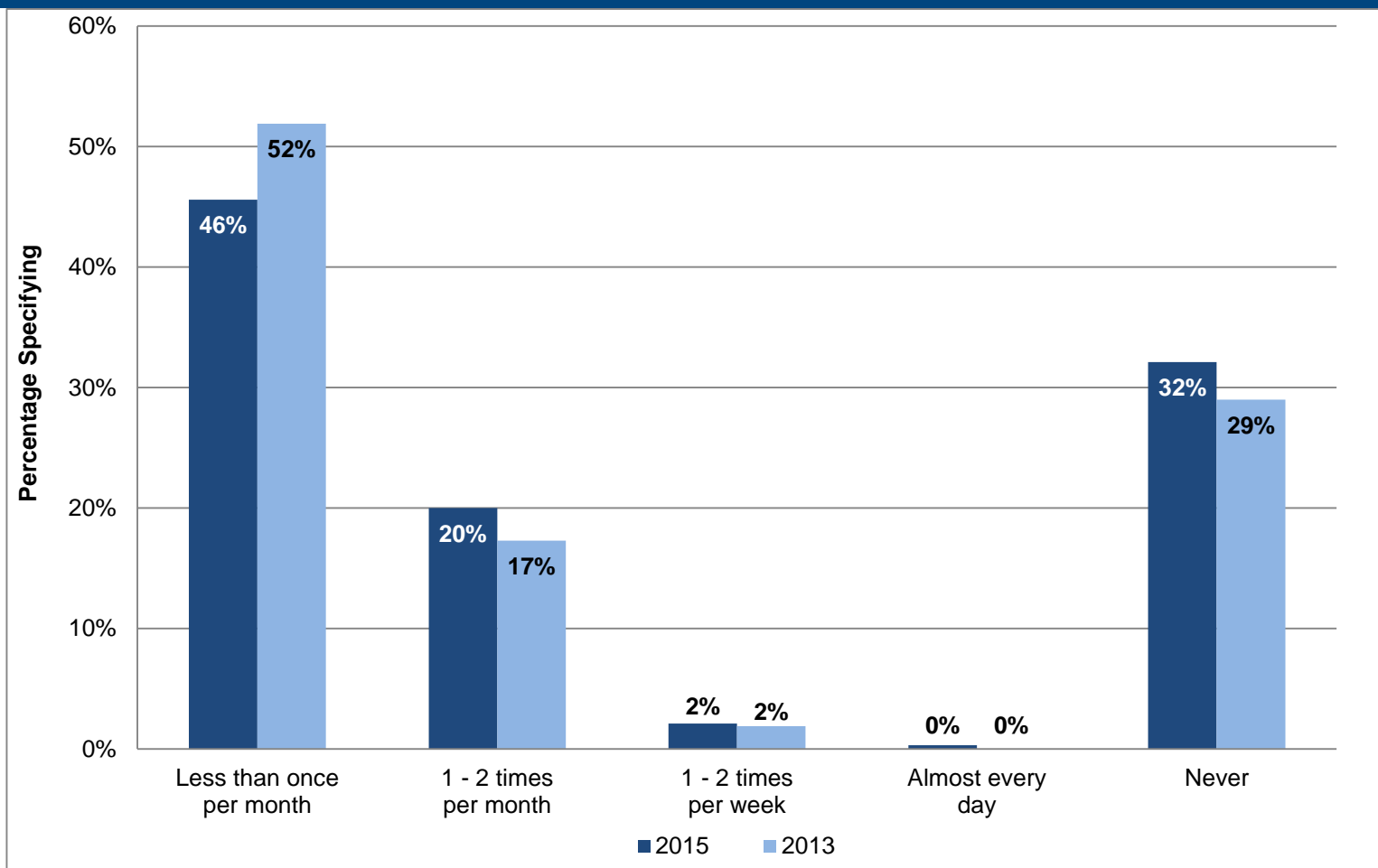


Support for budgetary actions if funding is not available: All Budget Options Combined

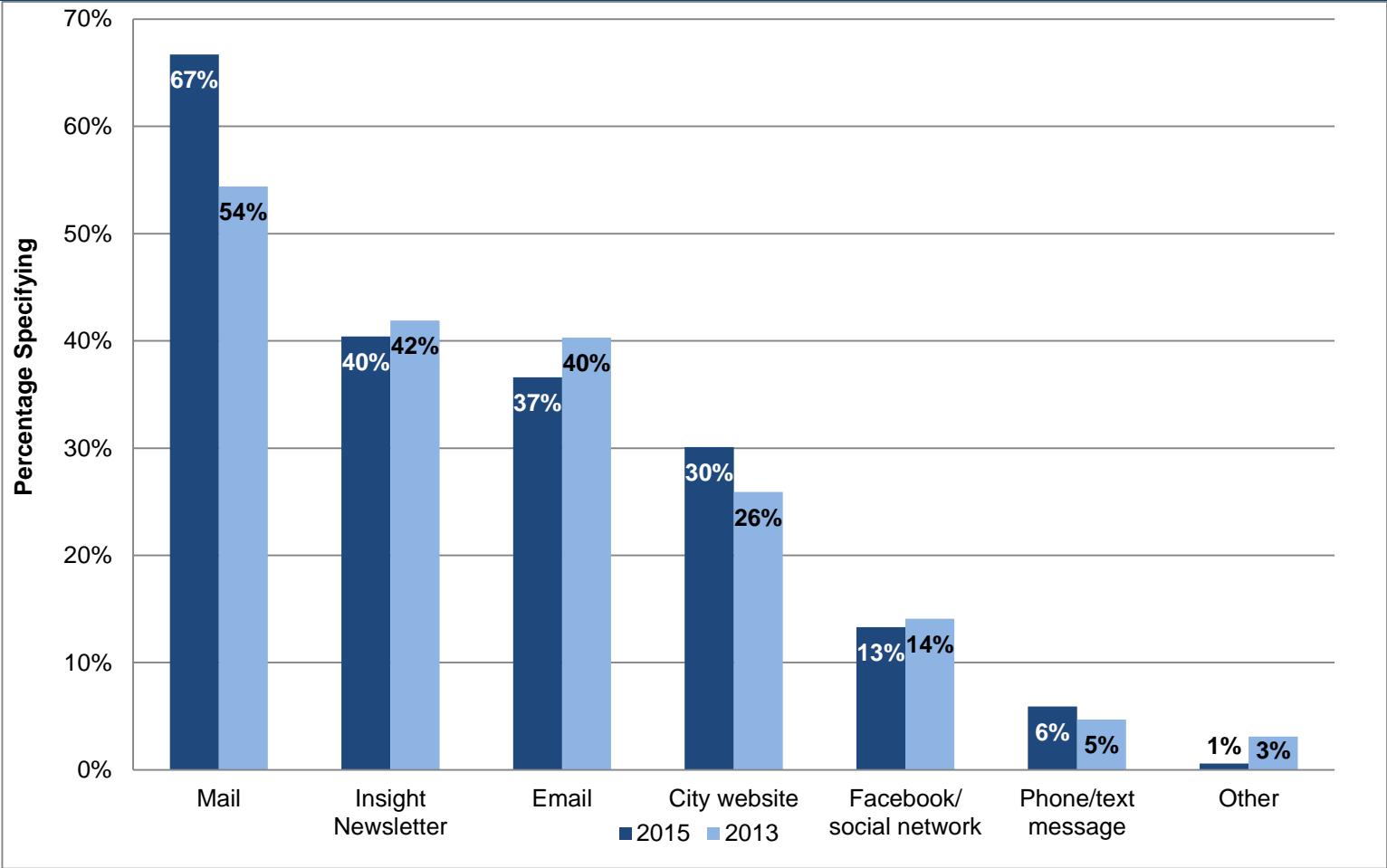


Communication Preferences

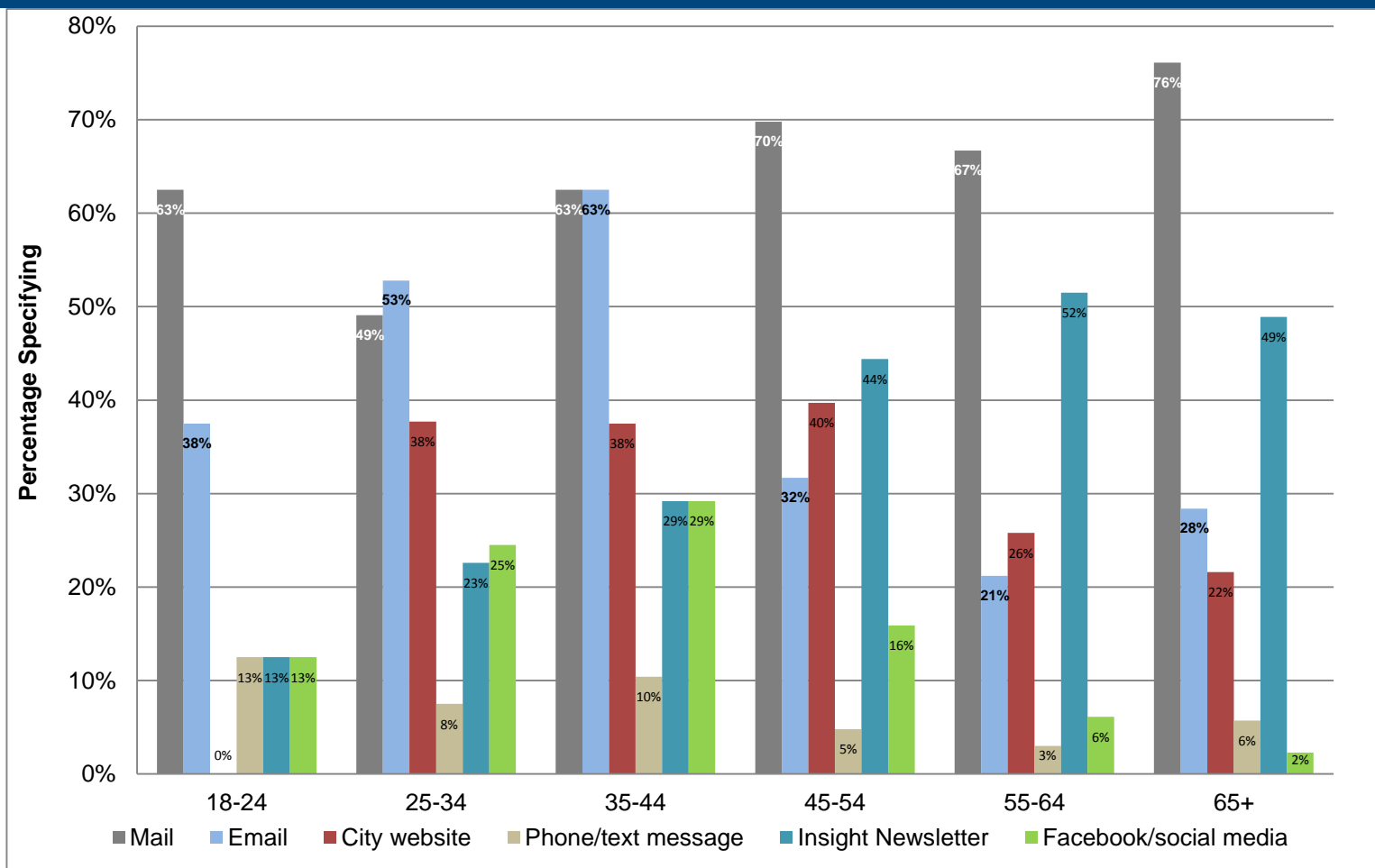
How often do you visit the City website?



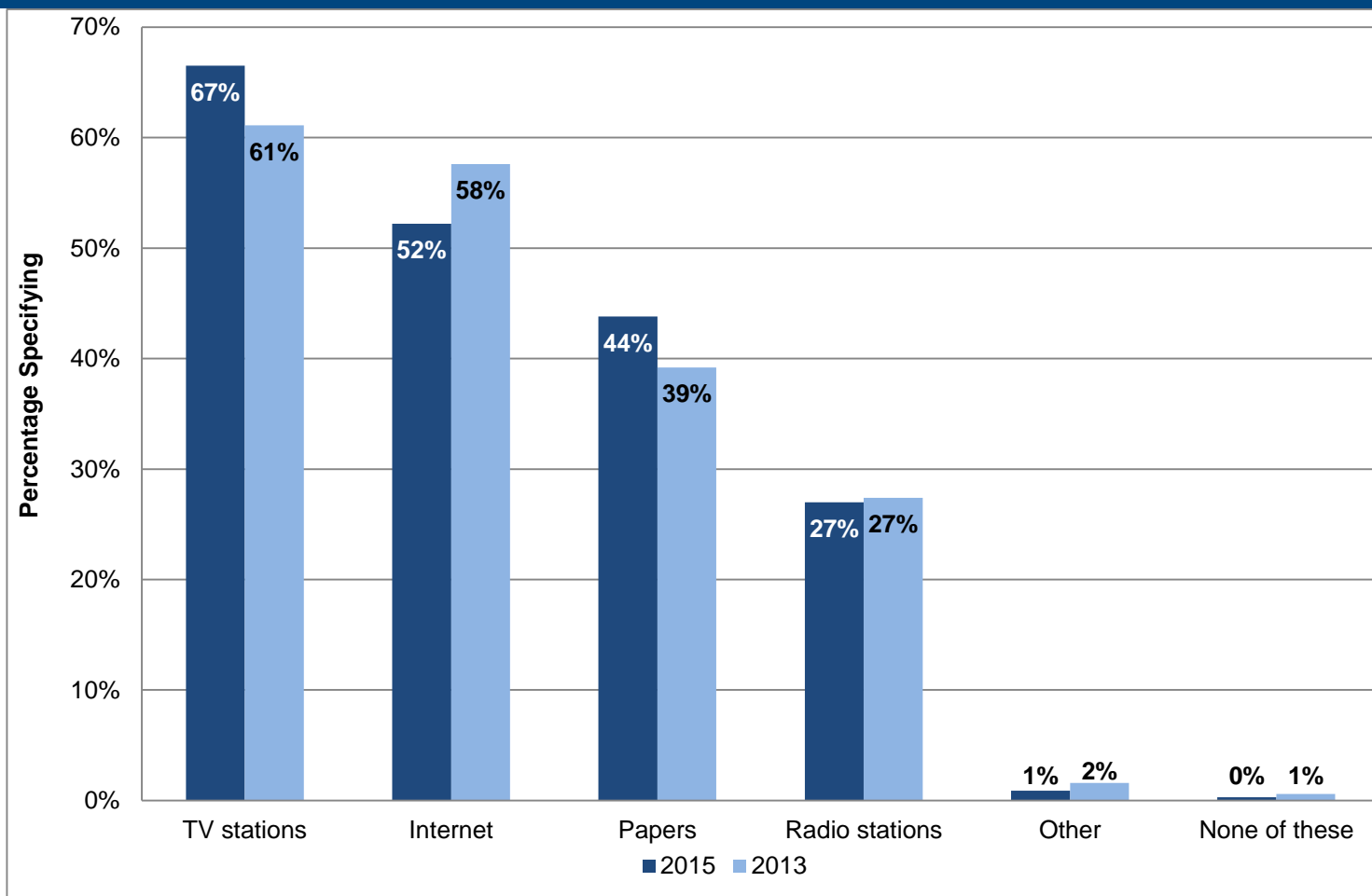
How do you prefer to receive information from the City?



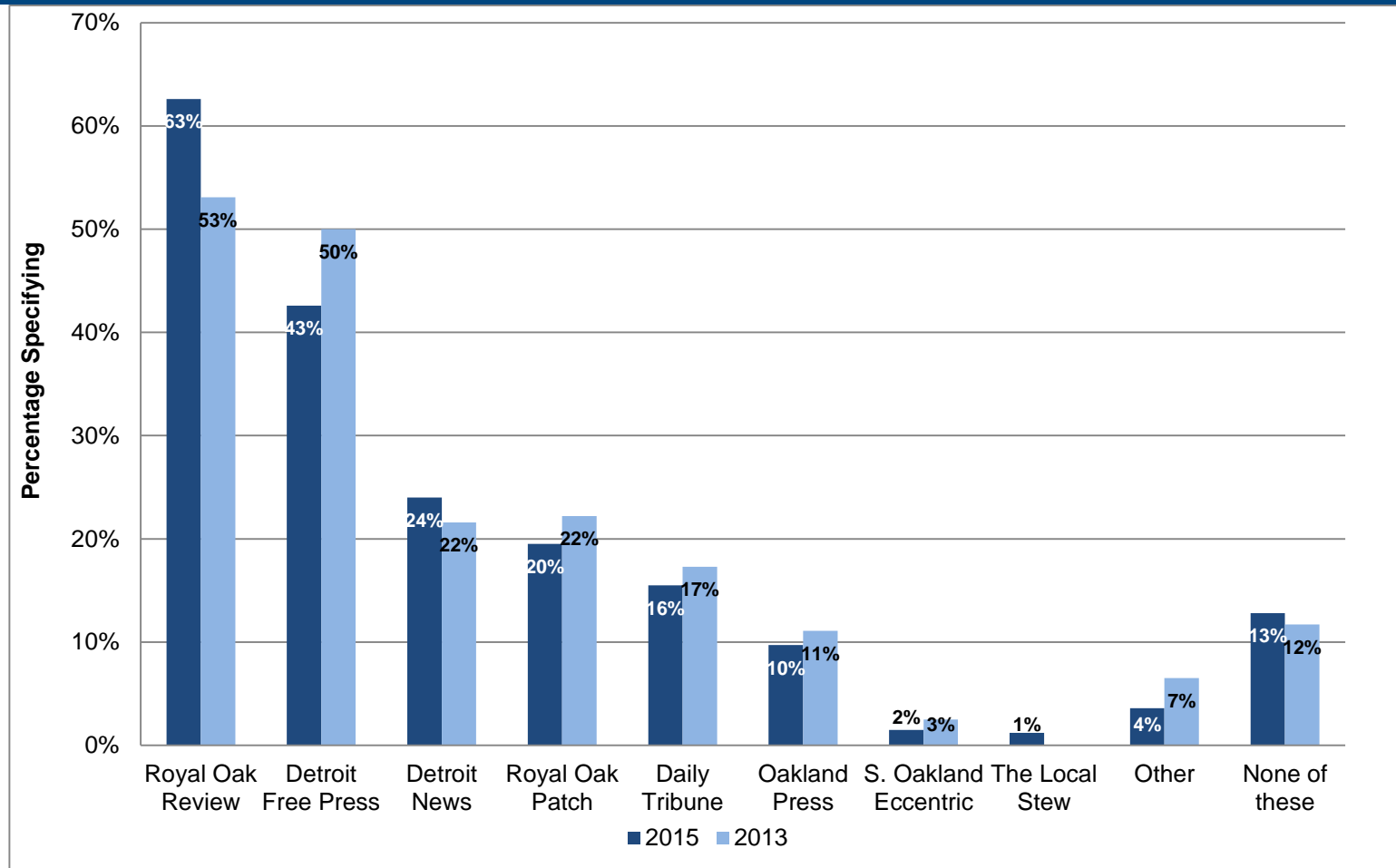
How do you prefer to receive information from the City? By Age.



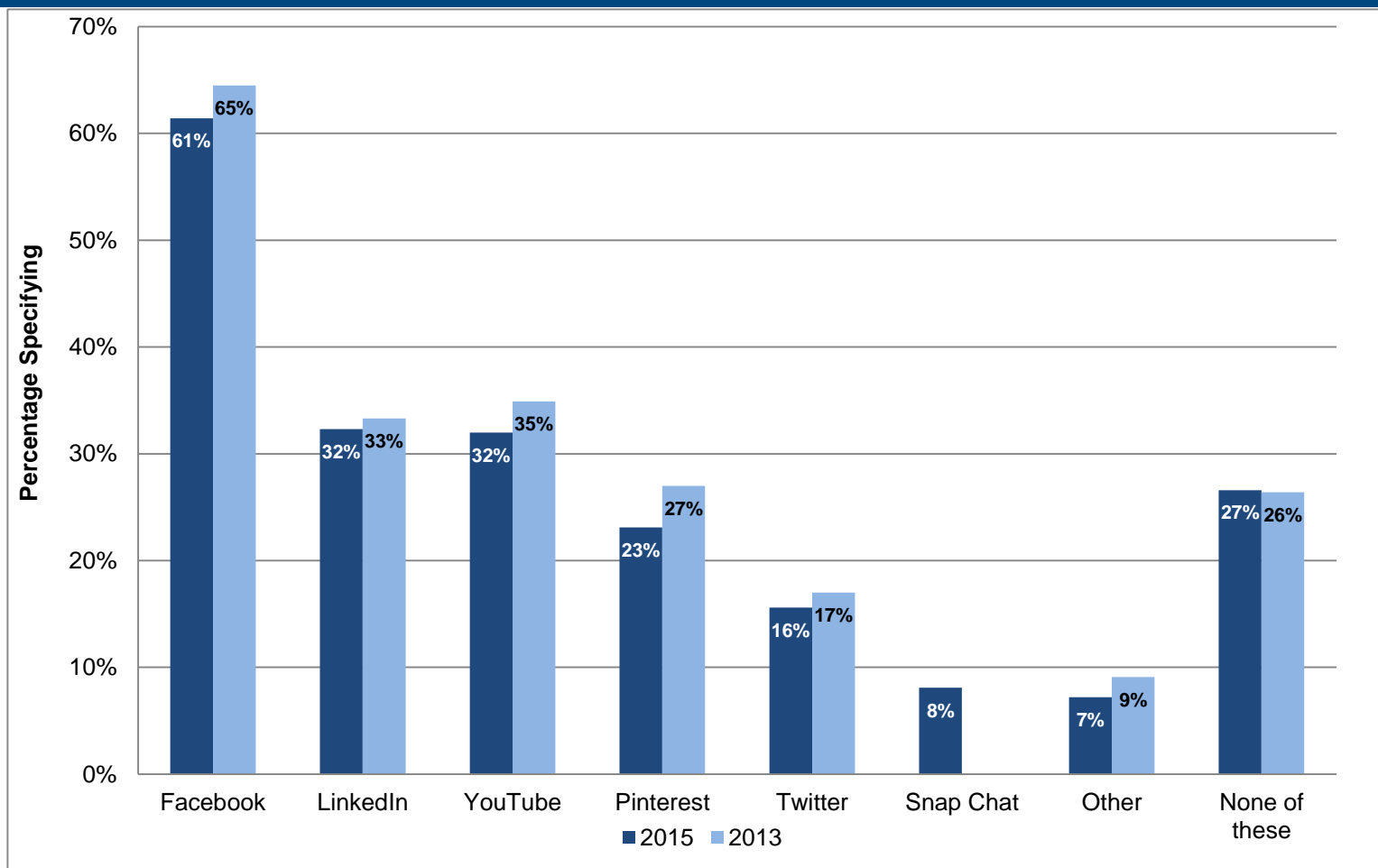
Where do you go most often for local news?



Which newspapers or news websites do you read for local news?

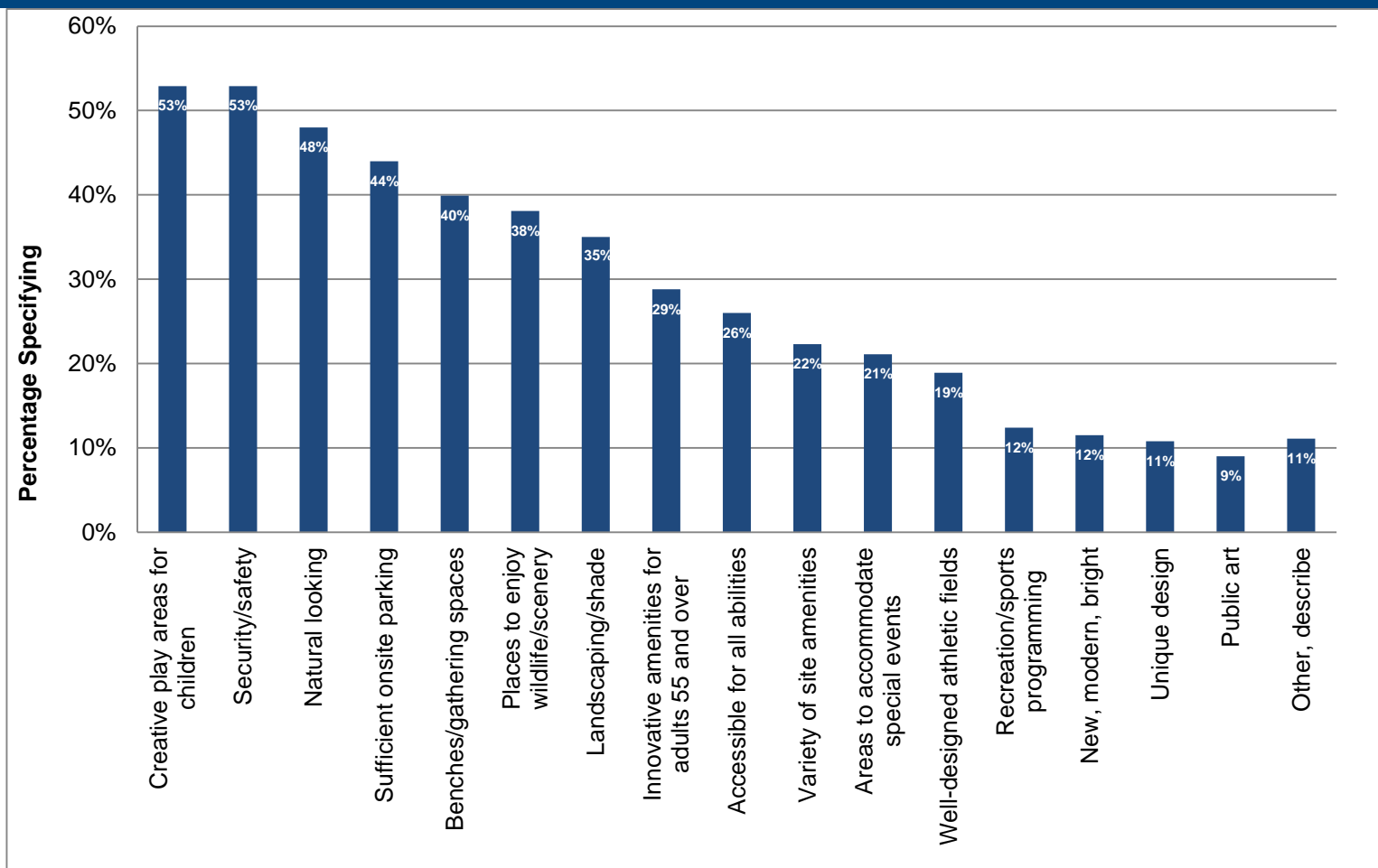


Which social media websites do you use?



Planning

Redesigning Normandy Oaks – what 5 elements are most important to you?



Normandy Oaks – Top 5 Elements by Age

■ 18-24:

- (63%) Security/safety
- (38%) Accessible for all abilities, Benches/gathering spaces, Creative play areas for children, Natural looking, Places to enjoy wildlife/scenery, Recreation/sports programming, Sufficient onsite parking

■ 25-34:

- (54%) Creative play areas for children, Natural looking
- (44%) Places to enjoy wildlife/scenery
- (40%) Security/safety
- (39%) Benches/gathering spaces

■ 35-44:

- (62%) Creative play areas for children
- (53%) Security/safety
- (40%) Sufficient onsite parking
- (38%) Natural looking, Places to enjoy wildlife/scenery

■ 45-54:

- (53%) Security/safety
- (49%) Creative play areas for children
- (48%) Natural looking
- (34%) Benches/gathering spaces, Sufficient onsite parking

■ 55-64:

- (52%) Sufficient onsite parking
- (50%) Security/safety
- (48%) Natural looking, Places to enjoy wildlife/scenery
- (39%) Innovative amenities for adults 55 and over

■ 65 or over:

- (60%) Sufficient onsite parking
- (59%) Creative play areas for children
- (57%) Security/safety
- (52%) Natural looking
- (51%) Benches/gathering spaces

Word Cloud:

What other elements are important to you as the City redesigns Normandy Oaks?

Top Themes:

1. Bike and walking paths
2. Dog parks
3. Pool and splash pad



Note: See full list of comments for context

Implementing Results

Perception v Reality: Minimize Distortion or Fix Real Performance Issues

Perception gap:

Respondents rated based on an inaccurate idea or understanding. Address with communication strategy to change that perception.

Real performance issue:

Address with an improvement plan. When performance improves, it becomes a perception gap to address with a communication strategy.



Strategy is About Action: Improve Performance to Improve Outcomes

The diagram at the right provides a framework for following up on this survey.

- The first step (measurement) is complete. This measurement helps prioritize resources and create a baseline against which progress can be measured.
- The second step is to use internal teams to further analyze the results and form ideas about why respondents answered as they did and potential actions in response.
- The third step is to validate ideas and potential actions through conversations with residents and line staff – do the ideas and actions make sense. Focus groups, short special-topic surveys and benchmarking are helpful.
- The fourth step is to provide staff with the skills and tools to effectively implement the actions.
- The fifth step is to execute the actions.
- The final step is to re-measure to ensure progress was made and track changes in resident needs.

